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# A strategic planning: Could it be a Gospel for the global public in Diaspora?

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## Abstract

Conscious or Unconscious, we survive under the age of strategy or strategic planning. It is one of essential process for the public organization, and the kind of central reference for the leadership. For the followers, it is the kind of standard of conduct for reward and discipline, probably a soft norm from the hard nature of laws. It is a province for development and sustainability, as distinct from the latter, often a province of inertia for law-abiding and some career pursuing modern personality. For the general public, the strategic planning or its crystallization into the mission statement or vision plan allow to understand the public organization, and hence the kind of thread for public relations or general awareness of complex mosaic of world dynamism. In this context, the paper deals with the primary feature of strategic planning and its evolution with the intense speed of globalization. For the stimulation, the author begins with the part of communication exchanged with the peer scholars. Next the author proceeds with the nature of strategic planning, its benefits, limitations, and pitfalls. The author delivers a final message, which highlights a new fashion of strategic planning in response with the global environment.

**Keywords:** strategic planning; globalization; 3 Cs; entrepreneurship; public organization; leadership; efficiency

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## 1. Introduction

*The following are two transcripts from a discussion within the webinar disclose the wider impact of strategic planning on the business entities, government and consumers as well as its new profile influenced from the globalization.*

### 1.1. Kiyong Kim Date: August 24, 2013 4:36

*Hi. Simina*

*I have enjoyed reading your post. The multinational corporations are often criticized from various sources. They exploit a cheap labor in violation of the international standard or domestic labor laws, or make every effort to evade a proper tax. They also claim their interests by petitioning, for example, an import relief, such as dumping or other countervailing measure, which might be a justice for the producers, but might disadvantage the American consumers. The American consumers may lose an opportunity of cheap product because of the safeguard measure of government. So it may be true that the Americans are cheated as Shawn said. Of course, Sam Sung or Hyundai is one of frequent violators about anti-dumping laws or other trade regulations of US. Shawn's saying, however, would not imply that Sam Sung or Toyota in US are cheating Americans given their violation was treated in justice. A globalization generally is considered to provoke a controversy of fair play massively with the supply side. However, I consider how much the citizens are awakened to claim their fair share or justice on both. I like to know your thoughts how much the consumerism is organized or practically operationalized in the US. Thank you and have a good weekend.*

### 1.2. Kiyong Kim Date: August 24, 2013 3:54 AM

*Hi. Jason.*

*I agree that the collaboration and coordination are more important in the global context. That also seems typical of this globalized society as I posted. I like to advert on some points which would lie how to initiate the strategic process as Jacqueline mentioned. One other comes into mind how to manage the diversity culturally and productively in the workforce. The initiation moment seems likely to demand a difficult investment decision or regulatory struggle. Notably, the foreign investment or free flow of capital involving the private sectors has long been a subject of controversy which is not the same to free trade of goods. Non-profit sectors could come secondary or complementary to endorse the liberalization of market. Some commentators' view that a lot of international games or public interchange could be shed a light in this aspect. I consider your viewpoint fairly true if the world has now a scope of unexploited lands and resources. Collaboration and cooperation certainly serves increasing an opportunity and*

*finding ways to develop or survive. Jacqueline's point, however, resonates that there seems a problem as we see in the colonial history as well as the kind of contention between the host countries and multinational enterprises. This does not say that the underdeveloped countries are always a host country. As the global economy enabled to grow many underdeveloped countries into a developed status, the past host countries of foreign capital now export their capital to the developed nations. Notably South Korea is one of those countries. Japan and recent China also may be seen as same. Once I have read the newspaper article that the Brazilian citizens denied to see their favorite, soccer game, in the cause that the soccer game is being misappropriated by the global capital or power.*

*As Dr. Lydia asked, we would perhaps be concerned of how much the world would change in the global outlook 2013. That seems to depend mostly on the extent of liberalization not in the position, however, that the free trade cures all the inefficiencies or social evils. Now there seem virtually no countries to propose a highest extent of liberalization unlike the colonial times. They have a strategic point across the countries, and apply an offensive strategy in some dimension or defensive strategies in other dimension. That might be present, for example, in the context of cultural exception in terms of WTO law, as argued by EU to defend a sort of businesses against Hollywood. This problem also occurred in such a lengthy negotiation between Korea and US in 2011 FTA. For the global outlook, I consider the technology or updated science seems influential. National strategists in Korea often stress this point as a strategic element, which would not be incorrect. I am not sure, however, what dimension would be most powerful to control the society or individual which are among economic, social, political, humanly, and the like. I once remarked that the contemporary context of individual or organizations can be classed as a strategist. That might be a kind of integrating concept from many of dimensions or disagreements. In various levels, they struggle, negotiate, agree or disagree through the national governments, trade diplomats of WTO or FTA, private firms, public institution, and even charity organizations who fall in a multiplicity of knowledge or information, and their ways of understanding. One of inviolable trait is that they pursue some of strategies or strategem. Thank you for sharing and enjoy a good weekend.*

## **2. The nature of strategic planning**

Strategic planning has the elements in scope which serves a purpose of an individual and organization. The concept is placed in contrast with the quality or performance improvement, in Gunn understands about the currently dominant practices of business (Strategic Futures, 2013). The performance improvement is traditional, simple, and mostly tangible, focused and most defined dealings to lead or manage the organizations. It is likely a pure concept that the managers or administrators would be reliable about his agenda. Hence, the improvement of production output from ten dollars of unit cost by two times than

previous year should certainly be that. The concept of strategic planning may involve this aspect, yet to be comprehensive, participatory, adjusted, networked in collaboration, cooperation, and coordination, cyclic, transformative, as culminated at the vitality or biological strengths of organization. Hence, he likes to see “transformative” more proper than “performance improvement” in the contemporary organizations. If we like to improve a production output, it would be effective that we may recruit a more competent mechanic at the same price as before. This may be a central focus for the earlier operational researcher or industrial scientist.

The organizations, however, may face a trouble from unconcerned reasons. For example, the group of new mechanic may not be sociable or compassioned with their peers when the homogeneity of labor or skills is broken, but is not properly adjusted. If the product is of a GMO nature, the unexpected civil vigils against the type of food in Europe may incur a serious loss to the company. Given the standard of patent or intellectual property, Sam Sung should suffer a tremendous amount of dollar damages and loss of market even if they entertain a competitive edge of quality production performance. I suppose, therefore, it highly recommendable, that the guide of strategic planning for the small business in USA includes a contingency plan (U.S. Small Business Administration, 2013). However, it needs to be noted that the lack or least of strategic planning may increase a risk of management failing for the contemporary organizations (Gunn, 2013). As Gunn mentioned, the final destination of strategic plan would remain with the nature and reason of existence of organization (2013). The quality or performance improvement may have much share of it, but is not a satisfactory condition to this end purpose. Strategic planning includes interplay between the nature of organization and environment which requires engineering the organization and mobilizing the manpower in the systemic way toward a desired place that the organizations intend to reach (Special Libraries Association, 2013). It is therefore not partial, nor discontinuing, but integrated settings to be monitored and evaluated constantly through the change cycle. For this reason, the plan itself is not important, but planning is an essence for a Eisenhower’s case. Of course, his remark should be received from his situation waging a war, which implies that the nature of strategy or leadership is constant and adjusting, possibly fundamentally shifting, as malleable to the circumstances or environment (Glover, 2004).

His saying is highly relevant given our understanding that the world is rapidly transforming, globalization being radically developed, and science and technology being notably ungraded to affect our lives (Bryson, 2011). That should be seen from the purview of war situation that Eisenhower perhaps constantly encountered as requires squeezing wisdom and how to manage or counteract. Then we also can see a conceptual distinction between the performance output and performance outcome. That is the kind of dualism between a combat and a war. If the organization is for profit one, they often may plan to increase a sales or operational income. The increase of disposable income may depend on the decision making dimension of corporation between the shareholders and managers. For this end, they also like to increase a quantity of product for a specific year. This case is typical between the concepts of output and outcome, but may even blur about the goals or issues the organizations place. Some organization may prefer a disposable income as performance outcome, others doing a sales or operational income. This context also can vary in a higher scheme triggering the long term vision of strategic growth.

If the organization is non-profit or has a public service mission, the performance outcome would be evaluated more seriously with the community, public ideals or client's satisfaction. That is principally because that there seems unlikely to have more adequate measure to evaluate their performance outcome. Hence, the public organization has a pattern of organizational mission or vision statement compared in difference with the typical of profit organizations (Special Libraries Association, 2013). Those concepts, in some case, may be interchangeable or relative with how the goals or ideals defined in the strategic plan. For example, the research performance of university could be measured by the number of SCI publication and number or ratio of most cited articles or professors. In this case, the university may consider the former or latter as a goal and final destination that the organization likes to reach. Strategic planning enables to see the forest in whole as Eisenhower pursued a war victory than a mere combat (Gunn, 2013). It can have some point of difference from mere performance improvement about the training of battalion. Of course, given a revolutionary improvement of arms or component of factors as in case of atomic bomb against Japan in 1946, it should be seen as strategy than mere performance improvement. Now and then there have been and are foreign students who like to study for doctorate and serve as a university professor in that country. They begin to take a foreign language test, wrote a thesis, and obtain a degree which qualifies him as a prospective university teacher. Since he or she needs to lecture and perform a research requirement, his or her English proficiency is important to sustain his teaching job. He or she prepared a strategic plan to acquire a requisite level of proficiency, which would be said as quality improvement in our case. However, we soon know that English proficiency alone could not suffice his strategic goals as a professor in English speaking countries. Socialization among his colleague professors, network to research collaboration, outward activities for his home country to increase his profile, and community service or mobilization of support from his natives, and so are also key strategic issues or strategies required to reach his desired place in the future (Gunn, 2013). Given a quality or performance improvement merely explains things partial or remains in a component nature, it would be a combat while strategic planning can be said a war.

This context also is illustrated in the famous contention between General MacArthur and President Truman. MacArthur proposed not to withdraw from the war campaign in Korea in 1950 when the allied forces reached a frontier confrontation with the Chinese army. President Truman feared from a probable expansion of war theatre into the mainland of China, but MacArthur believed that new atomic bomb may clear the issue to overwhelm the Chinese force as five years earlier in Japan. Their views went into dissention, but unresolved. From an official power of presidential authority, Truman dismissed such a great general. Their viewpoints could not be vindicated in any one way if they were correct in diagnosis of the situation. Whose views should be honored remains a mystery since it involves a scope of difficult aftermath. Assuming, however, if MacArthur massively focused on the superior military capabilities as radically increased by the nuclear concept of weapons, he may not consider a whole of challenges and threats from the environment. As a layperson on this case, we can guess that the president would be a better officer to gather a scope of input and exercise the in-depth political, diplomatic and economic deliberations. He could obtain a wider scope of staff advice and assistance in his decision and implementation. This context, in any way, shows any points of strategic plan and traditional ways of performance improvement. Strategic plan sees a whole of picture comprehensively, being intensely interwoven with the mission, vision, goals and issues, strategies, and

monitoring, and keenly interactive with the leadership (Special Libraries Association, 2013). They are relative with the goals concerning what is a strategic planning or merely performance improvement. Hence we can distinguish between performance output and performance outcome (Bryson, 2011). If the strategic issue were to be a peace keeping operation and non-use of massive weapon, MacArthur's position must be merely a performance output even if he could conquer the north eastern China. If the strategic goal were to be the world hegemony by obtain a surrender of new communist China, it might be a crucial strategy to be implemented and monitored.

### 3. Benefits, limitations and pitfalls

We can learn essences of strategic planning from Gunn's summary in view of its benefits, limitations, pitfalls or challenges (Gunn, 2013). Based upon the above description, I like to comment some of my viewpoints.

First, strategic planning enables an individual and organization to have a reason for existence. That is particularly starker if the contemporary citizen and organizations face a high speed and radical transformation of technology, science, and paradigm. This nature or external factors or environment generally provokes a new concept of public value and new ways of approach in leading and managing. The competitiveness pressure is mounting and an individual or organization would be more sensitive about an adjustment and survival. Hence they may behave like a soldier or General in the combat or war, and the contemporary context of human or organizational paradigm could be said as strategic. That could also apply to the foreign native professor who would be as similar as small business in USA (U.S. Small Business Administration, 2013). He or she may mark a diary to increase his competence and social support, which should be a reason for his existence and enables a mosaic of goals, issues and strategies to meet a tough job requirement.

Given this benefit of strategic planning, the pitfalls we need to heed is quite obvious. Strategic planners better turn to see the human nature of organization. This is not to deny that it has to be serious and impressive, but based on the objective and scientific assessment being preconditioned. This is also not to say that it should be philanthropic or benevolent to the community (Novitski, 2008). That could be another pitfall to make the strategic plan merely idealistic and impractical. It means that the strategic plan is actually engineered by personnel and system of social nature. An undemocratic or poorly communicated nature of strategic plan is undesirable and can fail in high chances. Eisenhower's words, "planning than plan" are not a pun, but can simply get insightful that humans and context are always ongoing. That is not merely a case for the war situation as frivolous or capricious, but the present environment and the nature of strategic planning can also be similar. One pitfall for the strategic planners would come this way that they just plan and easily stay.

This aspect also has limitations such as higher norms and authority as in the case of MacArthur. The Los Angeles County's strategic plan can be a sample that was rationalized through a plan, implantation, higher norms and command. We also can find a privacy and personal autonomy exclusively enshrined in each



individual as the kind of limitations. For example, the religious belief or conscience of person may be outside of organizational lives.

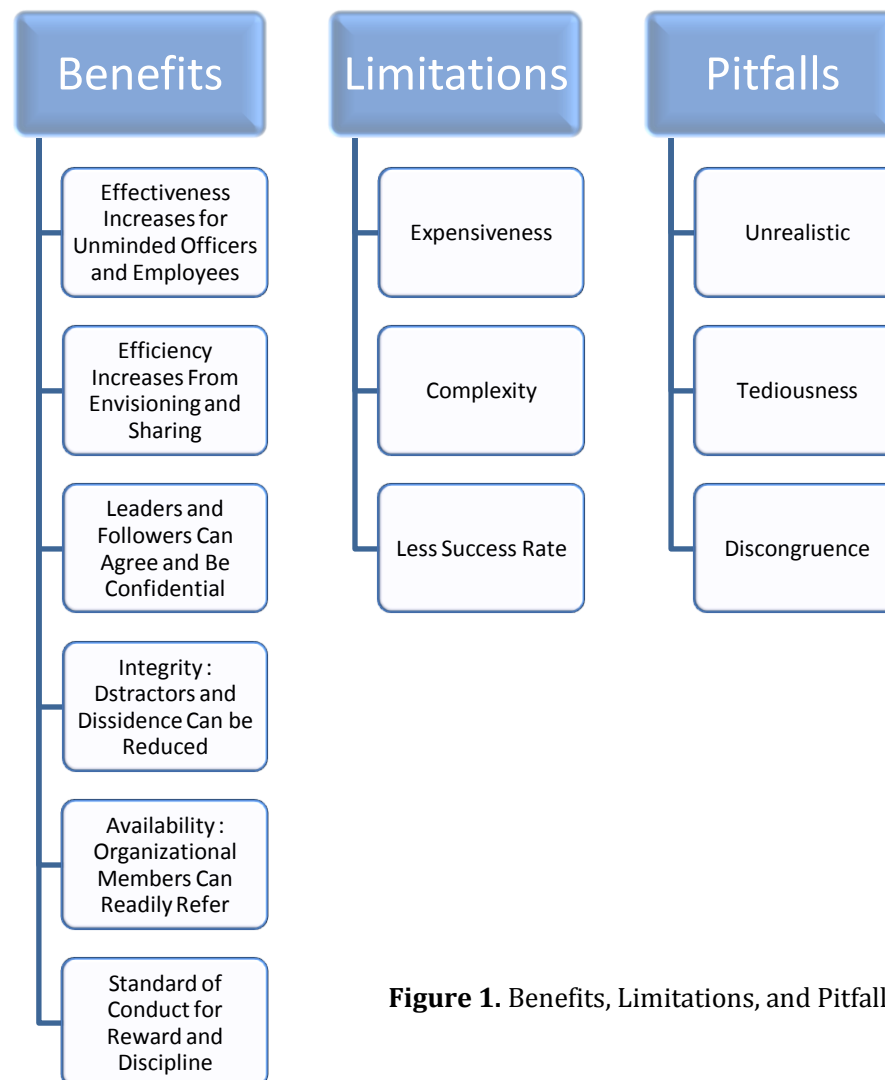
Second, strategic plan can infuse a flesh and blood into the organization. The strategic change cycle enables to shape the head and body of organization, ways of function and interplay, monitoring or evaluation to rectify, recycle, revise, and terminate. Because of the strategic planning, it can have a direction, purpose, goals and issues, and strategies implementation (Novitski, 2008). It is required even for no troubled firms of all sizes, large or small, if they wish to perform as before. Strategic planning pursues a system building required to bring an organizational change and process reengineering is ever more important than a mere improvement of performance.

One pitfall from this aspect is that the strategic planners may neglect on the details and can fail the plan eventually. The strategic planning can produce a mosaic of network and work system enabling the organizations to reach the desired place. Hence the planners always keep constant without losing a practical mind and eyesight (Novitski, 2008). We also can know some limitations that the strategic plan needs to avail of contingency plan for an unexpected and uncontrollable event. Predictability may govern the planners in most of circumstances and enables a rigorous system building or process reengineering. Flexibility should be a niche to ensure from the limitations of human wisdom, to say, strategy.

Third, strategic planning is required to match with the strategic performance management, and the leadership is central to interact with it. This nature of strategic planning brings a benefit, limitations and pitfalls. In all stages of strategic planning, the planning team needs to be grounded on the system, resources, and leadership. It implies that their professional power or intelligence may lead a shape of plan, but should not obviate for abstraction, mere ideals, or showcase. From the line authority and system reengineering, the strategic plan transcends a mere efficiency-driven concept of performance improvement or operations research, but seriously looks into the biological destiny of organization in the whole. This context may be placed in analogy with the emphasis of interdisciplinary studies in the civilized concept of university education. A consilience and fusion with the differing minds or disciplines may help to expand the horizon, and enables to see the forest than wood. Of course, this new wave of learning should take a caution that an imprudent or unscrupulous approach may undermine the essence of each discipline degrading its integrity or aura. This context may apply since the strategic planners make an effort to include key stakeholders or better try to construct an entire organization (Bryson, 2011). Strategic planners, however, need to be resolute to discard an irrelevant or unnecessary option or alternative that the simpler or most impressive items can be finally crystallized.

Fourth, strategic planning enables a learning culture and ways to grow an organization and its members. This benefit also entails some limitations and pitfalls. While the industrialization progresses, particularly from the radical transformation of contemporary times, the higher education likely turns to be merely basic or general. This means that the most practical or readily applicable knowledge and wisdom would vastly be from the access to and experience from the workplace, public media and other sources of non-academic nature. The internet and development of communication technology actually generated a new mode of human interaction as we see Facebook, Yahoo, and other social networks. It is also true that some social

network service offers a cyber space for the researchers and academicians, as in ResearchGate and Academia.edu. We may see, however, some limitations on the political ground as in China, for example, and massive flows of information or knowledge can cloud the areas of strategic planning or ways to address the challenges. This change of environment, in any way, contributes to increase both an opportunity and threat for the organizations (Bryson, 2011). Therefore, strategic planning is any more necessary for reasons, i.e., increased external factors, new strands of change involving a paradigm, community, organization and its members themselves, and so. One pitfall arising from this context is that the leaders or planners may be ignorant of scientific discovery or findings. The traditional nature of workplace had been simpler to earn their living wage or so, however, it now is the place to interact with, adjust to, and learn the environment, community, and new requirements demanded from the workplace. Hence, a wiser manager may implement a flexible work time for their employees as in Google. Strategic planning is a key instrument to communicate and offers a focal point or the kind of roadmap to grow and learn. It perhaps would be a kind of bible that the leadership and followership converge and share. Hence it is critically important to effectively communicate it to the followers (Bryson, 2011).



**Figure 1.** Benefits, Limitations, and Pitfalls



Fifth, Strategic planning can be a kind of soft law in view of its role as a standard or norm to govern their work commitment. Hence, the employees and even employers could be trained and tamed as a civilized citizen which would be a prerequisite for the modern democratic regime. Given an idealistic practice involving the community value or so, a benefit from the strategic planning would more likely increase in view of its positive contribution to a modern democracy. By learning as well as orienting their minds and attitudes, they can respect, regulate, and be accustomed to the society and modern democracy. With the general role of workplace in this aspect, strategic planning is considered surely most important to serve the social and community value. One pitfall from this context may arise if the leaders or managers may rely on this measure, i.e, regulation and compliance, too excessively and neglect on the socialization or boost of morale by an encouragement or incentive system. One limitation would come in the context of modern trade unionism or exodus into a private sphere.

#### 4. Globalization and strategic planning

One entrepreneur was once asked, “how much do you think Korea was globalized?” He commented eagerly about his business situation during the past twenty years and got serious about its impact and consequence. As I am not a business person, I can not exactly tell the extent of impact. However, we soon easily identify many of signs which are tangible to illustrate. McDonald was never present in 1970 Korea, but now a usual place to have a lunch in Korea. Incheon airport became a world best one in three consecutive years that a number of foreign airlines patronize to transport their carriage and passengers. For the underdeveloped context of nations, globalization mainly approaches as the kind of economic development and import of foreign capital or quality labor. For the developed countries, globalization means their export of capital and perhaps increased diversity of workforce. The labor mobility is a sensitive issue that would be restrictive; hence the cultural or system concept of globalization may come into our mind. Of course, this understanding is relative and a matter of extent varying with a case by case (Hitt et al., 2014). For example, the impact of globalization and its consequence may not be the same between the US and Holland or Denmark even though they are developed economies. To answer the impact of globalization on the strategic planning process, I have draw upon some points of consideration and add some thoughts on promenade.

##### 4.1. “A multiplication and diversification of external and internal factors, authority and higher norms in control are typical”

The organizations now often face a scope of exterior variables which had been traditionally settled, but now changing and which arise in a new transformation of society (Gunn, 2013). The organizational settings and performance traditionally had had its whole with the external and internal factors which are seen in some of pattern and simplification. That is generally not true with the contemporary organizations (Korukonda, 2006). These dimension comprise a key of strategic planning process that the strategic planners often play the under expanded variables directly or indirectly affecting the change cycle. For example, a recent dispute between Apple and Sam Sung

involving an infringement of patent rights affected them seriously which aggravated a globalized market of new product. Their contingency plan also should undertake such a difficult and unclear prediction about the attitudes and policy of each national court as well as varying nature of pertinent domestic laws. The contemporary organizations have to be vigil to find a better investment of locale because of deregulation and trade liberalization as in the Korea-US FTA. They also have to consider the impact of foreign workers provided if the globalized management brings a diversity in the workforce (Novitski, 2008).

#### 4.2. "A high speed of transformation of society and change demand from the environment is ever more pressuring"

The globalization and free trade are necessarily associated with the hawk eyes of capitalists that the skills and technology, capitals are fast imported and shared (Glover, 2004). This generally incurs a high speed of societal transformation and the change demand brings a crucial role of strategic process to survive and improve the organizational performance. Even for the consumers like us, this phenomenon is palpable and demanding to change. So suppose how it would be serious and consequential for the organizations let to compete and struggle. This increasing pressure can be viewed to make the strategic mind and practice indispensable and rampant across the individual and organizations (U.S. Small Business Administration, 2013). This point also influences the mode of strategic planning process since the communication and exchange of ideas are facilitated and instant (Glover, 2004). Now a video conference is a normal way to manage the multinational corporations, and valuable information can be transmitted easily and frequently. The time to turn on the strategic change cycle would be shortened, and any more frequent context of top leadership can be practiced. "Planning other than plan" as adverted by Eisenhower would now truly be realizable.



**Figure 2.** Globalization and strategic planning process, part 1

#### 4.3. "The paradigm or concept of strategic elements shifted to accommodate the context of global village"

Globalization, per se, has significantly restructured the paradigm or concept which the organizations traditionally embraced and enjoyed as a ground to practice (Korukonda, 2006). The extent of transformation could vary across each organization, but I consider the private and for-profit organizations appear to be most agile to accommodate a new paradigm and concept. A next class of organizations would be a big scale of higher educational institutions which are academic and undertake a leading role to disseminate the information and cultivate the public. A final class perhaps least impacted would be a governmental branch obviously because it is, inter alia, nationalistic. The other class of public institutions would be grouped in a varying degree, and keenly affiliated with the specific goal of that organization. For example, American Red Cross or Hunger-free African Children of Korea would be more open and may interplay with the concept of global village. However, the Right Wing Parents Association of Korea would be conservative and more nation-focused. In some cases, organizational roles may be seen in other light or understanding from the past provided that the healthcare system or public health would be rearranged with the economic paradigm, climate change or environmental paradigm. We virtually witness no cases that the universities and colleges omit such words, "world class," "brand value," "globally renowned," and so, as a component of their mission statement or vision declaration.

#### 4.4. "The utility and role of strategic planning process are ever more challenging and indispensable"

This point would reiterate that the organizations now experience a square of threats or challenges and competitive pressure or change demand (Gunn, 2013). For instance, the farmers of Korea now have to undertake those of US and Holland as a competitor in the global market. The ship construction industry of Korea is world best that the same of EU may consider Koreans unfair because of the actionable government subsidies in the WTO context. It posed the challenge which threatened the credit of national government and incurred the decline of ship enterprises in Korea. Absent a constant vigil about the environment and competitiveness of organizations, they would perhaps drop out from the arena of global market. It is indispensable in other sense that the farmers of countries in some of same concerns and interests may cooperate or collaborate to thrive equally themselves. This outcome has been real between Holland and Korea, now that they share the farms of plants and fruits in Kangwon-do, South Korea. This idea of collaboration might perhaps be from long years of mindful deliberation to find strategic ways to survive (Vigoda, 2003).

#### 4.5. "An expertise of strategic planning process has grown to flourish, and the stakeholders or players, leadership tend to temper with the political power and influence to find a best solution"

The complication and multiplication of various elements within the strategic planning process likely increase a professional identity of strategy expertise. One of phenomena charted in the new millennium of Korea is that we can identify many of shingles and public ads, such as coaching, mentoring and management consulting. Many of organizations often seek a professional advice or employ a consulting service to meet the whole of strategic planning cycle. In this shift of dealings, however, one needs to note that key employees or

staffs have to participate to share the planning process (Gunn, 2013). That is because they are the most knowledgeable personnel about the organizational strengths, weaknesses, compassion, political atmosphere, and interests of key stakeholders. An expertise and professional service are often just it themselves. Instead, the initial agreement or process reengineering is fairly interplay among the interested groups. Hence, the leadership role in the strategic process should not be neglected, which requires a presence in major events and common awareness or correctional command when necessary. These two dimensions increasingly would combine to engineer a contemporary strategic process.

#### 4.6. "A collaboration, cooperation and coordination turn to reshape themselves with a new concept of global network or requirement"

The role of three Cs in the strategic planning process would be impacted by the globalization. The scale of three Cs, among others, tend to get expansive and came to be internationally required of reshaping a traditional understanding concerning their dynamism and zone of operation (Korukonda, 2006). Now the contemporary organizations, as we see in the case of Coca cola, have to respond to the diversified context of global management. The strategies and tactics may well differ to address a local traits and market demand. The Hong Kong branch of Coca cola would not exactly be same with the US domestic headquarters or market in terms of sales increase strategies. The globalization also contributes to the diversity of workforce. A multiculturalism or support of disabled in the workplace and disadvantaged female cadre in the context of promotion would be a most notable issue that the global enterprises are stumbled with the new concept and requirements (Novitski, 2008). Global organizations engaging in the joint venture agreement are prone to interact with the government of host countries. They are now required to comply with the Code of Conduct enacted by the UN General Assembly. This kind of norms likely operates to shape a proper form of collaboration, cooperation, and coordination. Hence, one impact would be that a multiplicity of norms and authority should be present to interplay with the organizations and affect the traditional pattern of 3 Cs (Owusu-Ansah, 2014).



**Figure 3.** Globalization and strategic planning process, part 2

## 5. A Concluding remark

Conscious and Unconscious, we survive under the age of strategy or strategic planning. It is one of essential process for the public organization, and the kind of central reference for the leadership. For the followers, it is the kind of standard of conduct for reward and discipline, probably a soft norm from the hard nature of laws. It is a province for development and sustainability, as distinct from the latter, often a province of inertia for law-abiding and some career pursuing modern personality. For the general public, the strategic planning or its crystallization into the mission statement or vision plan allow to understand the public organization, and hence the kind of thread for public relations or general awareness of complex mosaic of world dynamism. Therefore, it would not be false to state that the strategic planning includes a triad of key target dimension in their service, to say, private and public as well as consumer sectors. It is needless to mention that the government would be any patrons to exercise a strategic planning process. It tends to elevate its interaction from business concept, for the social science, and even through humanity. This purview would not be unrealistic if we now gag on the post modernity and alienated ego from the society of industrialization prosperity. In this respect, the concept of development and sustainability poses a difficult challenge for the policy makers and administrators. They need to have new mindedness and advised to be intimate for social change and policy environment. For example, new initiative on the increase of service industry in the current administration of Lady President, 2014, will be protesting. An agile response from the Japanese government besides some extreme right philosophy would be a buy-in for many countries. Along the development, the strategic planning likely comes through. Plainly, most of us generally disagree that the developmental paradigm on vogue in Japan in 1950's or 1960's and in South Korea in 1970's and 1980's could make its path in this new millennium. It is any more important that going forward to interact with new environment and coming backward to revisit a classic value. That is never irrelevant with the strategic planners and its recipients, say, organizational members and general public. In this context, the paper deals with the primary feature of strategic planning and its evolution with the intense speed of globalization. My small wish is that it be serving the concerned people.

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